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Programme planning

Proposed strategic framework for the period 2012-2013

Part two: biennial programme plan

Programme 24
Management and support services

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Overall orientation

24.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management, the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi and the Office of Information and Communications Technology, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology, and support services, including procurement and infrastructures; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283 and 63/262, addressing issues of the reform and revitalization of the Organization and the creation of the Office of Information and Communications Technology, and other relevant resolutions.

24.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

24.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support on results management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results-oriented.

24.5 The Department of Management will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, the Department of Management will provide substantive support to the Management Performance Board, in the context of the monitoring of the senior managers' compacts, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat.

24.6 Promoting a systematic risk-based approach to management decisions and risk mitigation is critical for the Organization. As a result of the adoption of General

Assembly resolution 64/259, the Department of Management will guide the overall implementation of an effective enterprise risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat; it will strengthen the focus on objectives and will increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization. Accountability and performance management will be enhanced through the definition of clear risk management roles and responsibilities. The promotion of a risk-driven culture will be strengthened through a more informed risk-based decision-making capability. Transparency will be improved within the Organization and towards Member States, as risks are clearly communicated internally and externally through formal reporting by management to relevant stakeholders.

24.7 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff and increase their flexibility and mobility in adapting to the priorities of the Organization. The Department of Management will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.8 The implementation of the enterprise resource planning project, also known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department of Management will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department of Management will ensure implementation of various functionalities of the system in such a manner that it minimizes the burden of change on the Organization and its resources and mitigates organizational and managerial risks. In synchronization with the new enterprise resource planning project, the Department of Management will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards and that the Organization transitions to the requirements of International Public Sector Accounting Standards.

24.9 The management evaluation of all contested administrative decisions, which is the first step in the formal process of the administration of justice, complements the Organization's efforts in strengthening management accountability and promoting swift and timely resolution of disputes. In order to fulfil its mandate, the approach to resolving staff grievances includes the use of formal and informal dispute resolution mechanisms while adhering to the prescribed time limits. The Department of Management will strive, through management evaluation, to reduce the number of improper administrative decisions and the number of cases proceeding to formal litigation. Furthermore, the Department of Management will establish and implement effective measures for increasing transparency and managerial accountability in the decision-making process.

24.10 The Department of Management will manage the renovation of the historic United Nations Headquarters complex in New York. The capital master plan, as the project is known, will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The project, with ongoing renovation of the Secretariat, General Assembly and Conference Buildings, is expected to be completed during the 2012-2013 biennium. In connection with the last phase of the project, operations at the United Nations Headquarters will be reorganized to efficiently manage the refurbished complex and to promote risk management, operational continuity and environmental sustainability. The experience gained from the capital master plan will be leveraged to establish a framework that will ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis.

24.11 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities when such services would be more efficient and cost-effective than existing arrangements.

24.12 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

24.13 The Office of Information and Communications Technology was established by the General Assembly in its resolution 63/262 in December 2008 as an independent office to provide strong, central leadership for the establishment and implementation of the Organization-wide information and communications technology standards and activities to ensure efficient utilization of resources, modernization of information systems and improvement in the information and communications technology services available to the United Nations.

24.14 The Office is responsible for setting the overall strategic information and communications technology direction for the Organization; planning and coordinating Secretariat-wide information and communications technology activities; and providing enterprise systems and infrastructure with a view to achieving coherence and coordination in the information and communications technology work of the Organization and between the Secretariat and the funds, programmes and specialized agencies.

24.15 The main functions of the Office of Information and Communications Technology are therefore: (a) to set the overall strategic information and communications technology direction for the Organization; (b) to plan and coordinate Secretariat-wide information and communications technology activities; and (c) to provide enterprise systems and infrastructure.

A. Headquarters

Subprogramme 1*
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Secretariat is able to function more efficiently and effectively in full compliance with legislative mandates and relevant regulations and rules	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff (ii) Increased percentage of recommendations issued by the oversight bodies to the Secretariat are implemented
(b) Institutional and senior managers' accountability is strengthened throughout the Organization	(b) Programme performance report and senior managers' compacts completed and assessed at the end of their respective cycles
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases (ii) Increased number of cases handled by the Headquarters Property Survey Board

Strategy

24.16 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the promotion of good management practices throughout the Secretariat and in the introduction of new administrative policies, processes and procedures that comply fully with legislative mandates and the relevant regulations and rules. The Office will focus on effective communication with Member States and, within the Secretariat, on management reform and policy issues, and on monitoring, assessing and reporting of the impact of management reforms. Accountability of senior managers will be facilitated through the support of the Management Performance Board and the administration of senior managers' compacts. In addition, the Office will facilitate the implementation of an effective enterprise risk management and

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

control framework throughout the Secretariat and assist the Secretariat entities in implementing risk management and control procedures in cooperation with dedicated local risk and control focal points. The Office will review oversight body findings and recommendations, identify material weaknesses and reportable conditions and follow up on the status of implementation of recommendations and the adoption of remediation plans for consideration by the Management Committee. The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which will support the work of the Committee, which makes recommendations to the decision maker on proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which will support the work of the Board, which makes recommendations on proposed actions on disposal of United Nations property and assets.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures (ii) Increased percentage of business processes built and tested in human resources, finance, supply chain and central support services
(b) Technological systems are fully in place	(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment

Strategy

24.17 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new techniques, tools, training and technology to improve the business practices of the United Nations Secretariat and to align them with commonly accepted best practices. The project team will ensure that Umoja adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling more efficient and effective management of resources (people, money and materials). The project will progress through four major phases: (a) preparation; (b) design; (c) build; and (d) deployment. The principles that guide the design of the "business blueprint" or corporate operating model include: (a) the widest possible inclusion of subject-matter experts (staff members recognized as leading practitioners in specific areas of the Organization); (b) complete coverage of all in-scope processes; (c) functional coverage of the approximately 500 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems that remain in place.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making and that fewer administrative decisions proceed to litigation in the formal system of administration of justice

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

24.18 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Individual requests for an evaluation of contested decisions, prior to cases proceeding to litigation, will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step in determining whether a mistake has been made or an irregular action taken, before the case proceeds to the first level of judicial review. It gives management an opportunity to correct itself, where necessary, and to hold decision makers accountable in cases where an improper decision has been taken. Adequate measures will ensure that individuals and the Organization are held accountable for their actions in accordance with relevant resolutions and regulations.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat

	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

24.19 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and revitalizing their work. Provision of analytical and historical information on their proceedings with a view to developing appropriate proposals on the methods of work for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Informed decision-making by Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines
	(ii) Increased number of Member States expressing satisfaction with the clarity, quality and completeness of budgetary documents and of the supplementary information provided
(b) Overall resources for the programme budget and budgets of the criminal tribunals are better managed	(b) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation

(c) Extrabudgetary resources are better managed	(c) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(d) Clients are satisfied with the guidance provided	(d) Reduced percentage of clients who give an overall rating as less than satisfactory

Strategy

24.20 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology, consistent with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, on matters relating to the programme budget and other budgets and extrabudgetary resources, and providing guidance to departments/offices in respect thereto;

(b) Preparing and presenting to the legislative bodies the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of programme budget implications of new or expanded activities, as well as revised or supplementary programme budget proposals;

(c) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues;

(d) Enhancing control reporting systems and procedures relating to the implementation of the programme budget and other budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(e) Improving services to clients, both within and outside the Secretariat, by leveraging technology to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(f) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters;

(g) Improving current procedures for the administration of extrabudgetary funds, including further improving the timeliness of responses to client departments and offices.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly, and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and performance reports submitted by the documentation deadlines
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased percentage of respondents to client surveys rate the guidance provided by the Peacekeeping Finance Division on budgetary policies and procedures as at least "good" or "very good"

Strategy

24.21 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, performance and special reports will be improved and include results-based frameworks, where applicable, and resource requirements and expenditure information made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) No less than 90 per cent of monthly reports on the status of contributions issued by the end of the following month (ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

24.22 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Accounts Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of the International Public Sector Accounting Standards. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2013-2015 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of

assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) The return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency and security of the payment system	(b) (i) Maintenance of a loss-free record in safeguarding financial resources (ii) Increased percentage of automated payments through the Society for Worldwide Interbank Financial Telecommunication (SWIFT)

Strategy

24.23 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing the proportion of payments effected through electronic and other secure means.

Component 5
Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All critical Office of Programme Planning, Budget and Accounts systems are fully supported	(a) (i) No unplanned outages of financial systems (ii) Increased percentage of respondents to client surveys who rate the ease of access, quality and timeliness of financial management reports as at least "good" or "very good"

Strategy

24.24 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and

Accounts. During the plan period, the focus will be on providing operational support to the Office of the Controller and to all divisions within the Office of Programme Planning, Budget and Accounts. The Service will seek to enhance the operation of its functions, establish backup resources to provide operational support for critical systems and develop a coherent vision and information technology strategy that is consistent with the International Public Sector Accounting Standards and the enterprise resource planning system. The Service will coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile current Office of Programme Planning, Budget and Accounts business requirements in order to streamline processes; actively participate in the continued implementation of the enterprise resource planning system; and ensure that significant system developments are supportive of the International Public Sector Accounting Standards and the enterprise resource planning system implementation.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To foster and strengthen United Nations human resources policies to meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved implementation of human resources policies by departments/offices	(a) Increased percentage of departments and offices expressing satisfaction with advice and support provided by the Office of Human Resources Management
(b) Improved processing of appeals and disciplinary cases	(b) Increased percentage of cases to which replies are made within 90 days
(c) Improved harmonization of human resources policies among the organizations of the United Nations common system	(c) Decreased number of human resources issues that are inconsistent among the organizations of the United Nations common system

Strategy

24.25 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at aligning human resources policies with the Organization's strategy in developing a more transparent and performance-driven culture and creating conditions to enable the Organization to attract and maintain a highly qualified, talented, diverse and mobile workforce, as guided by the General Assembly in resolutions 61/244 and 63/250.

24.26 Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of

coordination and harmonization with other organizations of the United Nations common system with respect to system-wide policies regarding salaries, allowances and conditions of service of staff as established by the Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide. In doing so, account will be taken of the evolving needs of the Organization while promoting increased transparency, responsibility and accountability, and improving the conditions of service to attract and retain quality staff. The Administrative Law Unit of the Office of Human Resources Management will focus on managing appeals more effectively, including representing the Administration before the United Nations Dispute Tribunal and handling the processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat (ii) Increased percentage of female staff in the regular budget posts in the Professional and higher categories (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(b) Enhanced access by Member States to relevant human resources data	(b) (i) Increased number of reports on human resources data available online (ii) Reduction in the average number of days to respond to requests for customized human resources data
(c) Improved human resources workforce planning	(c) Increased percentage of selection decisions made prior to retirement date of incumbents as compared with the total number of expected retirements
(d) Compliance with delegated authority in human resources management	(d) All departments and offices comply with all specified standards in exercising delegated human resources management authorities

Strategy

24.27 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The

component supports the ongoing reform efforts of the Secretary-General aimed at the development of a more productive, flexible and results-oriented Organization, as guided by Member States pursuant to General Assembly resolutions 61/244 and 63/250. It will continue to support the sound management of the Organization through strengthened workforce planning, recruitment of high-quality staff and monitoring of delegated authority throughout the global Secretariat, and continue the provision of global workforce analysis reports, workforce trends assessment and monitoring of the efficiency and effectiveness of human resources management performance as well as of compliance with policies and procedures. Efforts will be made to strengthen the role of the Office of Human Resources Management as a central authority for strategic workforce planning, recruitment and monitoring in order to increase the Organization's ability to attract and retain high-quality staff and to ensure that the Organization's human resources management decisions are guided by a data-driven, results-oriented strategic planning and accountability system. Efforts will be made to realign the workforce profile of the Secretariat through planning to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, and, with respect to staffing, to pay due regard to the principle of equitable geographical distribution in accordance with Article 101, paragraph 3, of the Charter of the United Nations. Emphasis will be placed on implementing an improved human resources management performance and accountability framework through self-monitoring and targeted human resources management support, including on-site support visits, provision of advice to departments and offices for proper exercise of delegated authority, efficient and effective implementation of human resources processes, and development of workforce strategies for meeting priorities.

24.28 With a view to achieving more equitable geographical representation of Member States and female representation, partnerships with Member States, departments and other organizations will continue to be strengthened to conduct targeted outreach campaigns and identify high-quality candidates. The integrated talent management system will help to expedite recruitment processes. An improved mechanism for hiring young professionals, including streamlined examination and assessment processes, will ensure that the Organization is equipped with young, talented and highly motivated professionals to fulfil its evolving mandates. In-reach and outreach efforts, as well as mobility incentive measures, will reduce the number of duty stations with chronically high vacancy rates.

Component 3
Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and other staff development courses completed by individual staff members

	(ii) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
	(iii) Increased percentage of staff members using the enhanced performance management and development system
(b) Improved working environment	(b) (i) Increased percentage of staff members responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
	(ii) Increased number of staff members participating in career support workshops and career development counselling sessions, offered through career resource centres
	(iii) Reduction in the average number of days in providing human resources-related services to approximately 10,000 staff members at Headquarters and offices away from Headquarters

Strategy

24.29 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems. These systems include recruitment, performance management, career development and training; managing the Organization's staff development programmes; providing support for the career development of staff; implementing mechanisms to encourage mobility to meet organizational needs and to foster a more versatile, multi-skilled workforce; enhancing performance management; supporting staff in balancing their professional and personal lives; providing advisory services; and processing initial appointments, reappointments, induction, separation, transfer between duty stations, and applicable entitlements such as rental subsidy, dependency benefits and education grant. Emphasis will be placed on working in partnership with programme managers to carry forward human resources management to foster the excellence of the Organization's workforce.

Component 4
Medical services

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties, and to promote and maintain the health of staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff health-care services worldwide, including rapid and effective medical response to workplace accidents and illness	(a) (i) Maintenance of at least 95 per cent of clients surveyed and responding who express satisfaction with services rendered
	(ii) Decrease in the average number of days to respond to requests for medical clearance
	(iii) Maintenance of the same-day response time for responding to requests for medical evacuations
	(iv) Decrease in the average number of days to respond to requests for repatriations
(b) Increased awareness of staff regarding health issues	(b) At least 20,000 attendees in health promotion activities

Strategy

24.30 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Division will continue to provide occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies, supporting staff access to adequate health care in the most cost-effective manner, advising management on staff benefit programmes and other medico-administrative matters, and regularly updating medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its functions to further align its activities with the current priorities of the Organization. This will include particular attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff. There will be a further focus on providing mental-health services as part of comprehensive health care; enhancing efforts to ensure the implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; further simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters; implementing worksite wellness programmes and expanding health promotion and prevention programmes; contributing medical inputs to business continuity planning for major incidents such as mass casualty incidents and public-health issues such as pandemics; and dispatching United Nations medical emergency response teams to any destination on short notice. The Medical Services Division will continue to enhance its electronic occupational

health management system to further improve the delivery of high-level health care to United Nations field staff and increase its efficiency in the performance of medico-administrative functions.

Component 5
Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
Enhanced human resources information technology systems	Reduction in the average number of hours to respond to requests for human resources information systems support

Strategy

24.31 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management. In working towards the objective of the subprogramme, the Section will continue to develop and improve information systems to support the implementation of United Nations human resources reforms. Core activities will include support for Inspira, the talent management information system, including system enhancements in the areas of recruitment, learning management and performance management. The Section will provide Inspira application development, maintenance and user support. Enhancement of the data warehouse will include the creation and roll-out of online "dashboards" to provide human resources practitioners and programme managers in peacekeeping missions with self-service tools, which will enable self-monitoring of targets and performance using human resources action plans and enable monitoring and oversight by Member States.

24.32 The Integrated Management Information System help desk will continue to support users throughout the Secretariat and the Section will provide general office automation and desktop support within the Office of Human Resources Management. The Section will also continue to support the implementation of enterprise resource planning systems that conform to the standards and directives of the Office of Information and Communications Technology.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To enable the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of overseas properties	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up-to-date
(c) Savings achieved in travel costs for the Organization	(c) Maintenance of savings achieved relative to the full cost of travel
(d) Secretariat record-keeping is effectively managed	(d) Increased percentage of offices in compliance with the United Nations records management standards
(e) Mail and pouch services are efficient and effective	(e) Increased percentage of respondents expressing satisfaction with the mail and pouch services

Strategy

24.33 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. During the biennium 2012-2013, the Division will continue to face the challenges of the capital master plan implementation and the resulting technological changes and restructuring of the United Nations Headquarters complex, which is expected to require significant operational adjustments. The Division will also be heavily involved in the design and implementation of an enterprise resource planning system and other system-wide applications, such as customer relationship management and enterprise content management, during the implementation of the International Public Sector Accounting Standards. Both the capital master plan and initiatives related to the enterprise resource planning system and the International Public Sector Accounting Standards will affect all areas of facilities and commercial services. Given these exceptional circumstances, the emphasis of the work programme will be on:

(a) Managing technology and operational changes at the renovated United Nations Headquarters facility through a reorganization of the facilities and commercial services operations that would promote efficiency, risk management, operational continuity and environmental sustainability;

(b) Developing more comprehensive maintenance programmes for the post-capital master plan period to ensure the sustained integrity of the infrastructure and serviceability of all building systems;

(c) Implementing regular renovation programmes for long-term leased spaces and providing building services to all premises at Headquarters, including swing spaces, to ensure a productive and healthy work environment for all occupants;

(d) Coordinating, within the framework of the capital master plan, the reoccupation of the General Assembly Building and staff return to the Secretariat building in a manner that minimizes disruptions;

(e) Improving the efficiency of facility services delivery through the continued implementation of the customer relationship management system and real-time monitoring of key performance indicators, including in the area of office space planning and asset management;

(f) Improving the management of overseas properties by incorporating an Organization-wide perspective in the development of strategic capital plans at offices away from Headquarters and closely coordinating the planning and implementation of overseas construction and major maintenance projects;

(g) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices, as well as close cooperation and benchmarking with other United Nations system organizations;

(h) Improving the Secretariat's compliance with the United Nations records management standards through the provision of advisory services and web-based tools, including a programme evaluation toolkit, to support the implementation of the standards;

(i) Improving the efficiency of mail and pouch services through continued enhancement of the automated mail sorting, tracking and shipping systems;

(j) Strengthening the policy development and oversight function for facilities management.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to survey who express satisfaction (ii) Reduction in the average number of weeks between final statement of work and contract award

(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved compliance with procurement policies, procedures and best practices	(c) Reduced number of adverse audit findings by the United Nations Board of Auditors
(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(d) Increased number of registered vendors from developing countries and countries with economies in transition in United Nations procurement

Strategy

24.34 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. The Division will place emphasis on the following:

(a) Sharing of best practices among United Nations organizations; review of procedures and guidelines with information technology and development tools such as Wikipedia and the United Nations Global Marketplace and Extranet; working closely with requisitioners and stakeholders to enhance accuracy, quality and timely submission of acquisition plans as well as development of source selection plans, statements of work, specifications and objective evaluation criteria;

(b) Strengthening cooperation with the International Chamber of Commerce, the World Chambers Federation and its participating chambers of commerce worldwide in disseminating information on the Organization's tender requirements and searching for potential suppliers in specific business sectors in which the Organization has a limited source of supply, to be invited for solicitation through their network, and regularly conducting reviews of vendors' performance, including through the use of external resources and vendor screening;

(c) Developing and implementing procurement training courses available online, rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization and implementing corrective measures to address observations and recommendations made by the oversight bodies.

Subprogramme 5*
Information and communications technology strategic management and coordination

Objective of the Organization: To facilitate the achievement of the strategic goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through the knowledge management, resource management and infrastructure management programmes
	(ii) Increased number of high-level business cases complying with established governance processes
	(iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of information and communications technology resources optimized according to common standards	(b) Increased number of Organization-wide information and communications technology standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to information and communications technology	(c) Increased number of system-wide harmonization efforts

Strategy

24.35 The subprogramme is the responsibility of the Office of Information and Communications Technology, pursuant to General Assembly resolution 63/262. The Office will focus on integrating information and communications technology functions across the Secretariat, achieving coherence in and coordination of these functions within the Organization, establishing an operationally effective information and communications technology governance structure with clear lines of authority and accountability, and fostering deeper coordination and collaboration within and across United Nations organizations in all matters related to information and communications technology, in accordance with the information and communications strategy approved by the Assembly. In this context, the efforts will focus on:

(a) Development of global information and communications technology governance structures, policies, processes and standards to manage information and communications technology more effectively;

* The Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

(b) Establishment of strategic programmes for knowledge management, resource management and infrastructure management to achieve a better alignment of information and communications technology efforts to the needs of the Organization;

(c) Critical reviews of information and communications technology initiatives and services to optimize the use of information and communications technology resources;

(d) Increased coordination and collaboration on information and communications technology with other United Nations agencies, including harmonization efforts (either directly or through the High-Level Committee on Management/information and communications technology network) such as common United Nations system directories, global network development, information and communications technology cost benchmarking, etc.;

(e) Review of all information and communications technology initiatives and operations of the Secretariat.

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated (ii) Increased percentage of services that meet standardized expected service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.36 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the appropriate use of open source software in the Secretariat;

(e) Enhancing service and performance management;

(f) Developing and implementing a standardized global service catalogue to improve services provided by the Office of Information and Communications Technology and other relevant information and communications technology units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva*

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Extrabudgetary resources are better managed	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Increased percentage of straight-through payments made in compliance with SWIFT
(e) Timely and accurate financial transactions	(e) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1; and the Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

Strategy

24.37 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva in respect of financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management as well as efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) Staff mobility index of no less than 20 per cent
(b) Improved ability of current staff to implement mandates	(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
(c) Improved working environment	(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered (ii) 100 per cent of the entities participating in the United Nations Office at Geneva Joint Medical Service express satisfaction

Strategy

24.38 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to implement the Secretary-General's programme of human resources reform. In particular, attention will be focused on aligning the services provided with the current priorities of the Organization in the areas of: (a) staff selection and administration; (b) staff development and learning activities in the areas of career development and support, competency and skill development; (c) medical services, including health and wellness programmes; and (d) encouraging mobility to foster a more versatile, multi-skilled workforce.

Subprogramme 4
Support services (Geneva)

1. Objective of the Organization: To enable the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, and mail and pouch services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of properties	(b) Capital maintenance programmes that are standardized, complete and up-to-date
(c) Savings achieved in travel costs	(c) Maintenance of savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the number of days between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition

Strategy

24.39 The subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated (ii) Increased percentage of services that meet standardized expected service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.40 The subprogramme is the responsibility of the Information and Communications Technology Service. The Information and Communications Technology Service, in coordination with the Chief Information Technology Officer and the Office of Information and Communications Technology, will continue to focus on implementation of the Organization's policies on information and communications technology. More specifically, the activities will focus on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the achievement of substantive objectives of the Organization through the implementation of information and communications technology solutions, including the enterprise resource planning system.

C. United Nations Office at Vienna*

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Extrabudgetary resources are better managed	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end (iii) Increased percentage of automated disbursements

Strategy

24.41 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include:

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1; and the Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

(a) Improving client services and simplifying administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices;

(e) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) Staff mobility index of no less than 20 per cent
(b) Improved ability of current staff to implement mandates	(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
(c) Improved working environment	(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs

Strategy

24.42 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna; and (c) fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4
Support services (Vienna)

1. Objective of the Organization: To enable the effective and efficient functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Savings achieved in travel costs	(b) Maintenance of savings achieved relative to the full cost travel
(c) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime	(c) Introduction and implementation of electronic filing at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing

2. Objective of the Organization: To ensure efficient, cost-effective, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased satisfaction with services provided, both in Vienna and in the field offices, through service satisfaction questionnaire (ii) Reduced number of weeks between final statement of work and contract award (iii) Increased percentage of procurement officers in the United Nations Office on Drugs and Crime field offices fully trained
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition

Strategy

24.43 The subprogramme is the responsibility of the General Support Section and the Procurement Section of the Division for Management. The focus will be on:

(a) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre;

(b) Improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime with a view to the achievement of a paperless office, focusing in particular on the electronic distribution and archiving of documents;

(c) Pursuing energy-saving and environmentally friendly measures at the Vienna International Centre;

(d) Continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process wherever possible.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated (ii) Increased percentage of services that meet standardized expected service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.44 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into effective and efficient implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

D. United Nations Office at Nairobi*

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
(b) Extrabudgetary resources are better managed	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments (ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end (iii) Increased percentage of automated disbursements through SWIFT

Strategy

24.45 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue taking advantage of technological innovations to streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve services to clients and to simplify administrative processes;

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1; and the Office of Information and Communications Technology at Headquarters is solely responsible for the implementation of subprogramme 5.

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Participating in the formulation of and keeping abreast of changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and the International Public Sector Accounting Standards.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Nairobi in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) Staff mobility index of no less than 16 per cent
(b) Improved ability of current staff to implement mandates	(b) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year
(c) Improved working environment	(c) Increased percentage of staff responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs
(d) Improved staff health-care services	(d) Increased percentage of clients expressing satisfaction with services rendered

Strategy

24.46 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to achieve excellence in service delivery through the implementation of a strategy based largely on the following specific action areas:

(a) Streamlining procedures and processes and introducing online administrative applications;

(b) Communicating to keep staff informed of the United Nations rules and their entitlements through policy briefs, online notifications/pamphlets and outreach activities;

(c) Promoting among the human resources staff a service-focused, client-oriented work culture that values better employee relations and service delivery;

(d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression;

(e) Assisting departments in meeting their staffing targets through assistance with recruitment activities, introduction of an online vacancy management system and timely issuance of quarterly reports on their performance;

(f) Advocating a work-life balance and improvement of the work environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice;

(g) Providing policy advice to management on human resources matters;

(h) Fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization: To enable the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established standards
(b) Improved management of properties	(b) Capital maintenance programmes that are standardized, complete and up-to-date
(c) Savings achieved in travel costs	(c) Increased savings achieved relative to the full cost travel
(d) Improved management of record-keeping	(d) Increased percentage of offices implementing record-keeping standards in the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme
(e) Expanded cost-sharing mechanism and common services	(e) Increased number of subscribing/cost-sharing agencies

2. Objective of the Organization: To ensure efficient, cost-effective, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts

	(ii) Reduced number of weeks between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition

Strategy

24.47 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(d) Further improving quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process;

(e) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi;

(f) Improving logistics flow of inbound and outbound stocks and materials while ensuring accurate database management of non-expendable property and consumables;

(g) Improving property management systems and controls.

Subprogramme 6
Information and communications technology operations (Nairobi)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of services automated
	(ii) Increased percentage of services that meet standardized expected service levels

(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of services provided according to best practices set by the International Organization for Standardization

Strategy

24.48 The subprogramme is the responsibility of the Information and Communications Technology Service of the Division of Administrative Services. The strategic focus of the Service in the area of information and communications technology will be closely aligned with the overall strategy of the Secretary-General to create an electronic United Nations by providing and enhancing access to and sharing of information, while providing the best available and most cost-effective set of common information and communications technology services, products and infrastructure to the United Nations entities in or operating from Kenya. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Proposed programme budget for the biennium 2010-2011

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
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